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MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: George V. Lauder
Director, Public Affairs Office

SUBJECT: Address to the National War College

1. You will be speaking to the National War College class of 1987 on "Relationships Between the Intelligence Community and National Security Policymakers" from 8:30 to 10:00 a.m. in the National War College Building, Arnold Auditorium, Building 61, at Ft. McNair on Wednesday, 10 December. Course Director Dr. Albert C. Pierce and CIA employee and member of the class [redacted] will meet you at the entrance of the National War College Building at 8:10 a.m. You will be escorted to the office of Commandant of the College Rear Admiral John F. Addams, USN, where you will meet with the Commandant, and faculty member and CIA employee [redacted] for coffee before going to the auditorium. (See attached for map and biographies.)

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2. Audience: Approximately 170 US military and federal civilian personnel will attend. Your address will be a closed session and all attendees will have TOP SECRET clearances; however, not all have compartmented clearances. Foreign officers attending the College will not be allowed in the session. Admiral Addams who has just completed a three-year tour as commander of the Mideast Force in the Persian Gulf will be present. CIA employees [redacted] are members of the faculty.

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3. Speech: You have been asked to speak for 30 minutes, followed by a 15-minute break, then 45 minutes of Q's and A's. Adjournment is at 10:00 a.m. [redacted] will introduce you and monitor the Q's and A's. A podium and microphone will be on stage. The auditorium will be swept prior to your address. Your speech will be taped by the War College for our records.

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4. Background: The National War College is the senior US military school and is run jointly by State and Defense. The student body is divided into four equal parts: army, air force, sea service, and civilian. The year's course is broken up into six segments which are:

- Unit I Executive Skills
- Unit II Introduction to Strategy and Operational Art
- Unit III International Security Environment
- Unit IV American Policymaking Process
- Unit V Major Powers and Regions
- Unit VI Defense Policy and Military Strategy

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SUBJECT: Address to the National War College

Your speech will be one of the highlights of the American Policymaking Process segment on national security decisionmaking. You are requested to address two subjects, the first of which is by far the more important for their purposes: 1.) The relationship between the Intelligence Community and senior national security policymakers. What kinds of problems arise, what sorts of pressures are brought to bear on the Intelligence Community as it seeks to provide accurate, timely, and useful information and analysis to those policymakers? 2.) The problems of coordinating collection and analysis among the many intelligence agencies and centers in the US Government. What makes coordination difficult? How well are policymakers served when uncoordinated intelligence reaches them? Can too much coordination obscure important differences within the Community, and what problems can that cause for senior policymakers? (Attached are the relevant sections of the syllabus for the course.)

William Quandt, Philip Odeen, and Geoffrey Kemp from the NSC staff will address the group the day before; the day after, former Secretary of Defense Harold Brown, and former Assistant Secretary of Defense Larry Korb will speak to the College. Last year John McMahon participated.

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Attached for your information is background material of the National Defense University and biographies of:

Rear Admiral John F. Addams, USN, Commandant

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Dr. Albert C. Pierce, DOA, NWC faculty member
(Professor of National Security Policy)

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Colonel Henry L. Trimble, USMC, NWC faculty member
(Chief, Department of Public Policy, NWC,
currently not scheduled to attend)

Other CIA employees who will be in the audience are:

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George V. Lauder